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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Director of Security

DATE: 12 February 1954

FROM : Chief, Special Security Division

SUBJECT: Activities Report for January 1954  
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## GENERAL:

1. The month of January 1954 marks the end of the first year since the establishment of the Cover Branch on 2 February 1953. It is submitted that within the administrative limitations imposed as regards responsibility for Official Cover, the Cover Branch has been of great assistance in rendering needed support in cover matters and in effecting a number of necessary improvements in the Agency's operations from a cover and security standpoint. New ground has been broken by this Branch during the past year and much work remains to be done to improve the Official Cover program of the Agency. It is hoped that in the near future the necessary authority and responsibility concerning Official Cover will be delegated to the Special Security Division so that long range plans designed to remedy basic cover/security weaknesses can be implemented, thus reducing the number of flaps which are coming to the attention of the Security Office.

2. The following statistics which highlight some of the volume operations of SO/SSD are submitted for your information:

a) Outside Agency Name Checks

During 1953 a total of 20,456 requests were processed. This indicates an average monthly figure of 1,704.

b) CE Checks

A total of 11,483 CE checks were handled in 1953, the monthly average being 956.

c) Supervisor's Case Load

As of the end of January, the average case load being carried by a supervisor in the Operations Branch/SSD was 162.3 cases.

SSD Chief
Dep. Chief
A. to Chief
A. to Dep.
Ad. & Trng.
Chief, SRB
Chief, Cover
Chief, Ops.
Corres. Desk
OS/SI Desk
Int. Desk
SSD Desk
IS Desk
Open Desk
SSD Files

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d) Number of Files

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As of the last day of January 1954 the Covert Record Section was maintaining [REDACTED] covert true name files. These files are increasing at the rate of 45 per day. In addition to the covert true name files, there are presently maintained [REDACTED] pseudo-

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e) Indices Cards

110,000 indices cards are currently maintained by the CRS. These are increasing at the approximate rate of 2,000 per month.

f) Indices Searches

1,162 names are searched during the normal course of a business day through the covert indices.

g) Multilith Production

The multilith room produces an average of 7,500 mat impressions per day.

INVESTIGATIVE:

1. The attached Tab A shows the total pending case load, the total requests received, and the total cases completed for the period April 1953 through January 1954. It should be noted that these totals include all type cases handled in the Operations Branch.

- a) Tab A depicts a downward trend in total pending cases over the past ten months with the January 1954 total being 19% lower than the April 1953 total. However, January, with a 5.7 increase over December, saw a continuance of a gradual upward swing which commenced in November.
- b) The total requests received in the Branch during January dropped 16% under the total from December.
- c) The total completions decreased during the month by 24% under the December total.

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2. The attached Tab B reflects the number of 90 day old cases during the past ten months in the Operations Branch. It may be noted that the number of such cases decreased 28.4% since last month.

3. Tab C shows the total pending covert clearance cases increased 19.3% over last month while the pending overt and semi-covert clearance cases decreased 6%. The support cases increased 10.7%. The latter category includes operational support, special inquiry, and covert name check cases.

4. Tab D attached compares the overt, covert, and support requests received from August 1953 through 31 January 1954 in the Operations Branch. The overt receipts decreased by 27.9% since last month to the lowest point in the six month period depicted. The covert receipts rose 4.3% over last month to the highest point in the same period. January receipts of support type requests were 21% below December but were the second highest for the period.

5. Statistics regarding Outside Agency Name Checks are set forth graphically in the attached Tab E and reveal a slight increase in receipts during the month of January 1954, when compared with the month of December 1953. At the same time there was a sharp increase in completions during the month of January when compared with December 1953. This may be attributed perhaps to a return of clerical personnel handling these name checks from Christmas vacations, both with the Special Security Division and Records Integration. At any rate, the pending case load at the end of January 1954 reached 332 cases, the lowest point reached during the last one and a half years. Furthermore, a new control procedure has been established within the Special Referral Branch to insure follow-up action should there any delay in the handling of these name checks, in order that the Security Office may abide by the policy of completing these name checks within a ten-day period.

6. Productions figures for CE checks processed by the Special Referral Branch during the month of January 1954 are graphically demonstrated in the attached Tab F. You will note that both receipts and completions during the month of January 1954 have decreased when compared with the month of December 1953. However, both of these figures are above those of November 1953 and, as set forth above, the slight increase in pending cases is being closely observed to prevent any serious backlog. A breakdown of pending CE cases reveals that only eight of these cases are over 60 days old and only 124 are over 30 days old.

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TRAINING:

1. During the month of January 1954 two agents assigned to SO/SSD were in attendance at the Basic Intelligence Schools, Phases I and II respectively.

2. Three agents assigned to SO/SSD attended a training lecture-demonstration at the Pentagon Building which dealt with hand-to-hand combat. Instructors at this training course were Air Force personnel formerly assigned to Japan who became members of the Japanese Black Belt Society.

SUPPORT:

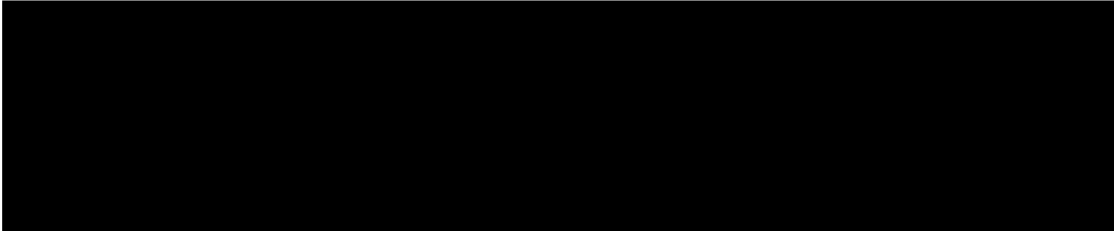
1. The following statistics are noteworthy in pointing out the amount of escort and courier work performed in the general, overall support field. It is noted that during 1952 representatives of SO/SSD flew an average of 17,916 miles per month. In 1953 these individuals flew an average of 26,666 miles per month. During the month of January 1954 representatives of SO/SSD participated, or are participating, in overseas escort-courier missions involving approximately 72,000 miles. In the one month these figures are of limited value in comparison, but generally reflect that this type of activity appears to be increasing in the year 1954.

2. For informational purposes, it is here noted that since the inception of the escort-courier mission activity, SO/SSD has participated in a total of twenty-seven escort-courier assignments, and in six special assignments outside of the continental limits of the United States. This involved the use of twenty-six members of SSD and one other representative of the Security Office. The miles flown by these SO/SSD representatives now approximate 608,466 miles.

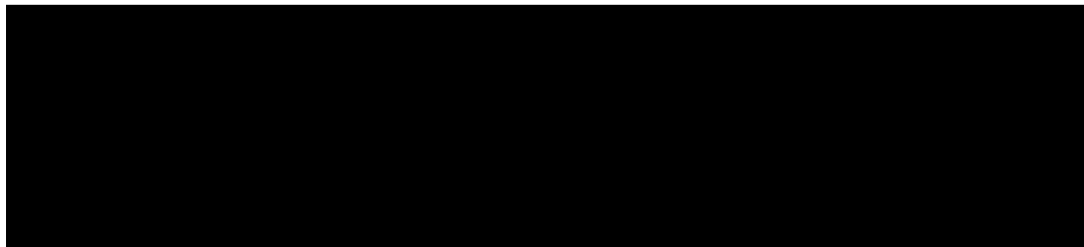
3. Striking evidence of the support and service furnished by SO/SSD in the field of Official Cover is evidenced by the following summarization: The Office of Communications received assistance in connection with a clandestine mission through the backstopping of cover, provision of communication facilities consistent with the cover of the operation, and miscellaneous Agency coordination necessary to protect the cover; an employee of the WE Division was provided with the necessary documentation and other authority to act

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INSIDE SSD:

SSD TRAINING

The policy of the Security Office in the training of its personnel is designed to achieve three results:

- 1) to equip personnel to perform their assigned duties within the Security Office on an efficient basis and to prepare them to meet ever new and changing challenges in the field of SO responsibility;
- 2) to provide for personnel attaining their maximum career development and potential;
- 3) to provide fully qualified and trained personnel to undertake security duties at the request of and for other components of the Agency.

In achieving the above-stated aims, SO/SSD personnel, consistent with the policy announced by the Director of Security, have participated to a maximum degree in Agency training courses administered by the Office of Training. In this connection it should be noted that all training is closely coordinated with the Office of Training. As indicative of participation of SSD personnel, the following chart and statistic is interesting:

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Training Received by SSD Personnel in  
Agency Sponsored Courses During 1953

<u>COURSE</u>	
Self-Defense	9
Language	
Phonograph Records	28
Internal	7
Administrative Support Course	2
BIC (SUP)	4
BTP (Phase II)	8
BTP (phase III)	1
Clerical Refresher	7
CE	1
Rapid Reading	5
CIA Orientation	32
SAIS	3
Senior Officers Operational Security Course	1
TSS	6
CIC	1
Seminar - Problems Contemporary Africa (Foreign Service Institute)	1
Radio Operators Training Course	<u>11</u>
Total	127

Particularly noteworthy in the above statistic and chart is the fact that all types of SO/SSD personnel have participated, both professional and clerical, and that the range of courses taken is a broad one.

In order to adequately fulfil its responsibilities, training within the specific areas of SO duties is necessary. It is necessary that the agent in the field be trained constantly in investigative duties. It is necessary that the supervisory and professional personnel assigned to Headquarters receive constant training to insure that he is kept constantly alert to all field practices and that he is duly fortified to perform his involved duties at the Headquarters level. It is necessary also that constant training be provided for clerical personnel.

To adequately delineate the training programs current in SO/SSD, it is well to break them down into two categories - training of field agents and training of Headquarters personnel.

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## TRAINING OF FIELD PERSONNEL

Security Office Training Course

Immediately upon entering on duty, agent personnel prior to assignment to field investigative duties receive intensive training in the SO Training Course. This training consists of concentrated, detailed lectures, exercises, and field work supplemented by motion pictures in all phases of investigative work. The course is designed to stress the features and characteristics of SO investigative work which distinguish the SO investigator from investigators of other government agencies. The requirements for this work are contained in a body of detailed instructions, rules, and regulations known as the SSD Agents' Manual. The content of this Manual is the basic format for all instruction. Intensive training in covert techniques and methods of investigation is provided. Strict emphasis is placed on the cover features of SO investigative work. Lectures are selected from throughout the Agency and the Security Office. They stand as qualified experts in their particular field, are well versed in their subjects, and constantly alert to new trends and techniques. This course is also implemented with specific and concentrated instructions in technical fields necessary and useful to the trained investigator.

On-the-Job Training

Upon completion of the SO Training Course, the agent is assigned to a field office. Policywise, the Director of Security has indicated that in no sense is the agent's training to be considered as ending with completion of his training course. Rather, it is at this point that the agent is subjected to one of the most important features of training, namely, "on-the-job" training. The administration of field offices stresses the handling of a new agent to a degree obviously required from the importance of this phase of administration. The agent works closely under the supervision of his Special Agent in Charge and with older and experienced agents. His work is subjected to constant scrutiny and analysis. Every phase of his activity is reviewed and analyzed, he is assigned duties on a graduated scale which will serve to build his self-confidence and his abilities at the same time. Through close, benign supervision and attention with manifestations by his superiors of deep interest in his welfare, he progresses surely and in stages to a point where he has received maximum benefit from the nature of his assignments and the excellent supervision of his superiors. At this point he approaches the status of a qualified investigator.

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### Positive Training Procedures

Administrative procedures regarding the handling of new agent personnel are implemented by positive, defined field training procedures. These procedures are standard and uniform. They are administered and supervised from the Headquarters level, subject to constant review and constructive criticism. They have the two-fold purpose of providing training where needed and of maintaining quality and high performance. These positive procedures involve the following:

- a) A weekly conference between the SAC and the agent which includes a review of all the agent's current assignments, their progress, quality of performance in past assignments, a general discussion of his performance and personal problems.
- b) The Quarterly Conference Program: On designated days every three months each field office conducts a Quarterly Conference. The requirements of this conference program are based on furthering the development of agent personnel through active participation in the conference and the preparation of the agenda. All conference programs and agenda are approved and carefully analyzed at the Headquarters level. It is required that the conference program be designed to provide specific training and information as well as to give agents opportunities to gain experience in the important fields of self-expression and administrative planning. The program of each conference contains subjects and problems recommended for inclusion by Headquarters staff. Each program includes technical training and practice in areas where such training and practice is supplemental to investigative skills. Attendance at all conferences is mandatory.
- c) Periodic Visits of Headquarters Officials to Field Offices: Periodically, at stated intervals, generally at the time when field office conferences are held, Headquarters officials visit the various field offices. These visits are designed to present to the field office latest Headquarters developments, constructive suggestions and evaluation of the field office performance, an examination of field office administrative procedures measured in terms of their conformity to Headquarters regulations. These visits include

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personal interviews with agents designed to assist them with personal and career problems and to generally effect and implement the SO design of having field and Headquarters work in teamlike fashion. Personnel designated to make these visits are high-ranking SO officials who serve as the personal and official representatives of the Director of Security and are closely aware of all field office operations and problems - personnel who by experience, past skills, and administrative know how qualify as experts in the area of SO policies and operations. These visits, made according to schedule, play an important role in achieving the goal of teamwork and accomplishing a close working understanding and sympathy of mutual problems between field and Headquarters staffs.

- d) **In-Service Courses and Conferences:** All of the foregoing training is supplemented by a program of in-service training. Periodically, all field agents are returned to Headquarters for a thorough review of all standard regulations and operational procedures and for instruction in new techniques.
- e) **Technical Training:** Periodically, certain designated agents from each field office are returned to Headquarters for intensive and extensive training in technical fields. This course provides instruction and practice efforts intended to qualify an agent to meet any technical problem arising in the investigative field. He is trained to the point where he himself becomes a duly qualified instructor. Upon return to his field office he participates in the field training program by instructing the agents assigned to his office in the matters covered by his training at technical courses.
- f) **SAC's Conferences:** Periodically, at stated intervals, SAC's of the various field offices are summoned to Headquarters to attend conferences with Headquarters officials. They are briefed in recent developments and problems regarding the Security Office, personally interviewed by the Director of Security, Chief of the Division, and the performances of their respective offices are reviewed.
- g) **SSD Agents' Manual:** The fundamental source of all training is the SSD Agents' Manual. This Manual contains the body and content of all SO/SSD investigative requirements, rules,

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and regulations. The training outlined in detail in the foregoing sections of this report is designed to equip the agent to follow the Manual regulations and fulfil its directives. The Manual is revised when situations present themselves which require redefinition or change in policy. It is a living guide controlling all SO/SSD field activity.

#### TRAINING OF HEADQUARTERS PERSONNEL

Professional personnel at the Headquarters level are primarily personnel who have qualified through fine field performance to the point where they are regarded as capable of administering and directing Headquarters responsibilities and field office activities. Because of the nature of their duties, the training program must be specifically tailored to their responsibilities. It should be noted that because of the cover operation of the field offices, the area in which field office personnel can be trained in overt Agency courses is limited. This obstacle is not present in the case of Headquarters personnel and it is at the Headquarters level that the concentration of training in overt Agency facilities is found.

##### On-the-Job Training

Provisions have been made in the administration of Headquarters components for on-the-job training similar in design to that found in the field. Supervisors in their daily tasks receive close supervision from their superiors and, similar to the requirement found in field offices, periodically review their assignments with their Desk Chief or other designated superior.

##### Quarterly Conferences

Conferences are held every three months on duly designated dates for all Headquarters professional personnel. The conferences as in the field provide for participation of Headquarters personnel. They are geared from the standpoint of agenda and content to maintain the necessary perspective of a supervisor in terms of the field and Headquarters, to acquaint him with proper procedures to be followed at Headquarters, and to provide information and training pertinent to his duties and responsibilities. These conferences at the Headquarters level are frequently graced by high Agency officials who outline and describe the particular functions of other Agency components and who thus achieve coordination and understanding between the Security Office and other Agency components.

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#### CLERICAL TRAINING

In training procedures the Security Office emphasizes the training of clerical personnel. At both field and Headquarters level this training is accomplished by periodic clerical conferences. This conference program through its agenda and content is designed to review clerical procedures, to acquaint clerical personnel with SO policies, operations, and problems, to obtain comments and suggestions, and to achieve high morale through the definition of the SO policy of teamwork. At the Headquarters level maximum utilization of Agency training facilities for clerical personnel is found.

\* \*

The foregoing in detail sets forth the means by which SO/SSD by a detailed program of training seeks to achieve the ends of maximum career development and properly qualified personnel to perform its functions. That this training program has fulfilled its design is amply proved by the efficiency and dispatch with which SO/SSD field personnel and Headquarters personnel perform their assigned duties. SO/SSD prides itself on many accomplishments and many fine jobs too numerous to mention. These accomplishments have resulted in no small measure as a result of a concentrated training program and the emphasis placed upon training by the Director of Security. Career-wise, there are innumerable instances to be noted in the Security Office of personnel who have developed and risen from positions of ordinary responsibility to posts of great responsibility. Advancement and development is the rule within SO/SSD. It can be stated without fear of contradiction that the Security Office has achieved its design of training its personnel to the point where they are qualified to serve as Security Officers for other components of the Agency. No other proof is needed beyond the fact that there are presently serving throughout the Agency in this capacity fifty-five Security Officers furnished by the Security Office.

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Attachments:

Tabs A, B, C, D, E, F

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